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Institute

Best Practices for Strong Board Governance

Florida Charter School Conference
Wednesday, November 20, 2024

Access Slides:



fci.fyi/2024-11-gov

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Introductions



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Objectives For Today



- **Review key elements and importance of the Board**
- **Board Composition**
- **Committee Structure**
- **Operating Effective Meetings**
- **Managing Board Dynamics**
- **Board Governance Program**
- **Governance Training**
- **Questions & Answers**



The Role of the Governing Board

To oversee the operations of the school
Generally the main responsibilities of a board are:

- Overseeing the financials and managing the budget
- Establishing policies
- Establishing the strategic plan
- Hiring and evaluating administrators
- Ensure charter compliance
- Preserve mission & vision of the school
- Be familiar with all applicable laws

Is what you're discussing governance or administrative?



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Board Composition



Transitioning from “Founding Board” to “Operating Board”

Common Issues Boards May Face:

- Original board composition maintained
- Board too small
- Lack of experience
- Too dependent on school founder
- Lack of understanding of charter, roles and responsibilities

Key is to have strong, independent board dedicated to the mission of the school.

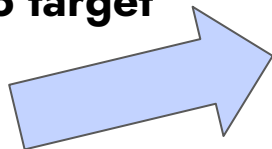


Composition of the Board

Boards that function effectively, typically are composed of a diverse members with a variety of skill sets

Consider Desired Skills

- Identify which skills you deem as important to have on the board.
- Assess the levels or expertise in those areas.
- **Use areas that are lower to target potential new board members.**



Governing Board Member Information

School Name	Date Voted on Board	Date Term Expires
	Click or tap to enter a date.	Click or tap to enter a date.
Governing Board Member Name	Position	

Key Areas of Professional Expertise

Select Your Level of Expertise in the following areas:	Beginner	Proficient	Expert
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Committee(s)	Position		
Click or tap here to enter text.	Click or tap here to enter text.		



Using Committees

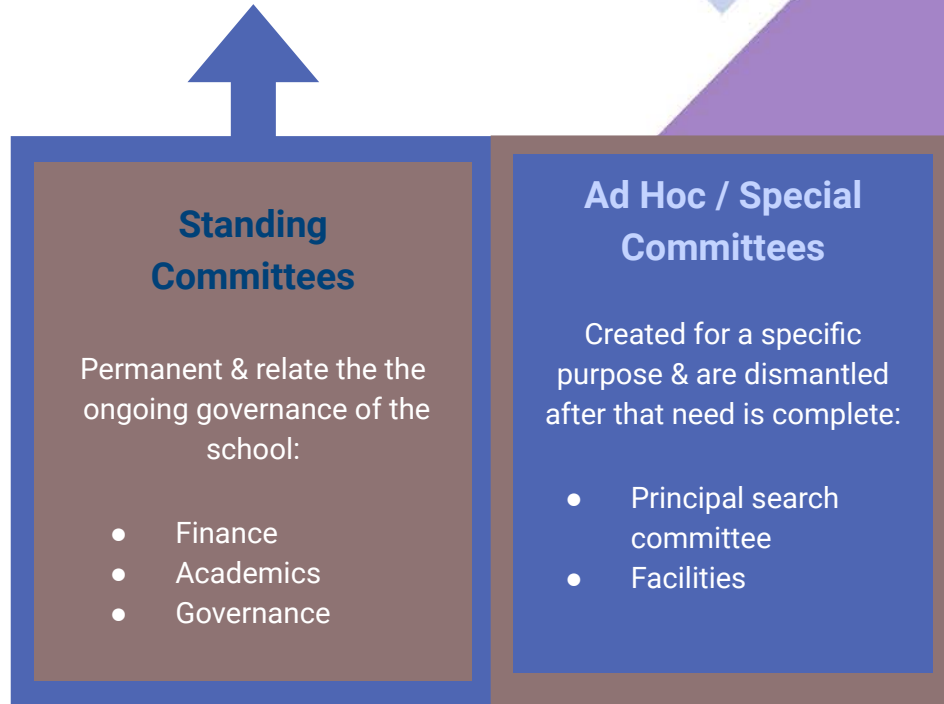


Committee Structures

- Committee use allows boards to share the load & for board meetings to be focused on critical issues, financial planning & overall policy development
- Allows for inclusion of non-board members to gain additional expertise and increase outreach
- Gives board members the opportunity to discuss topics in depth
- Committees have limited decision-making authority

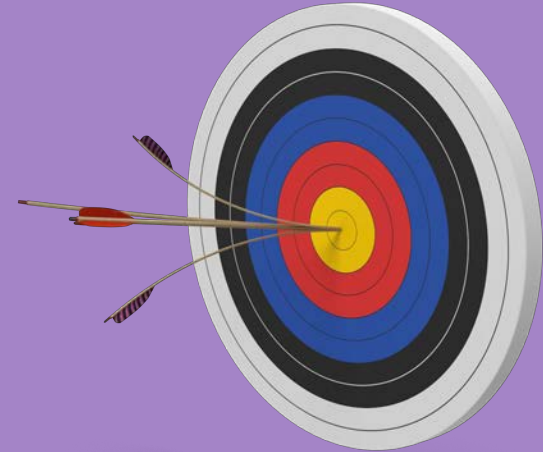


Types of Committees



Committee Work Best Practices

- Each committee should have a job description & a set of prioritized goals; what does accountability to the board look like?
- Committees should work in-between board meetings
- Committees should meet as often as needed; may not be the same for each committee
- Follow requirements of the Sunshine Law including keeping accurate meeting minutes
- Establish a strong committee chair to steer the committee's work and tying the work back with the rest of the board



Operating Effective Board Meetings



There is no “I” in Board



“The Board” versus
individual board members



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Notice & Meeting Agenda

- All meetings must be noticed and posted in a conspicuous place at the school and on the school's website
- Be sure the date, time and location of meeting is listed
- Post required documents on school website
- Agendas should be specific enough to advise the public of the matters expected to come before the board
- Well planned agendas lead to more strategic, efficient & compliant meetings
- Clear agendas helps avoid personal agendas



Sample Agenda & Meeting Protocol

Organizations generally follow a fixed order of business:

- Call to order
- Roll call of members present (*larger organizations*)
- Reading and acceptance of minutes from last meeting
- Officer reports
- Committee reports
- Special orders
(*important business designation for consideration at this meeting*)
- Unfinished business
- New business
- Announcements
- Public Comment
- Adjournment



Time Management Best Practices

- **Meet Regularly:** Set dates in advance & stick to them!
- Start and end on time
- Assign time estimates to agenda items
- Track the use of board meeting time
- Use a consent agenda for routine items
 - Items can be removed by a board member for discussion



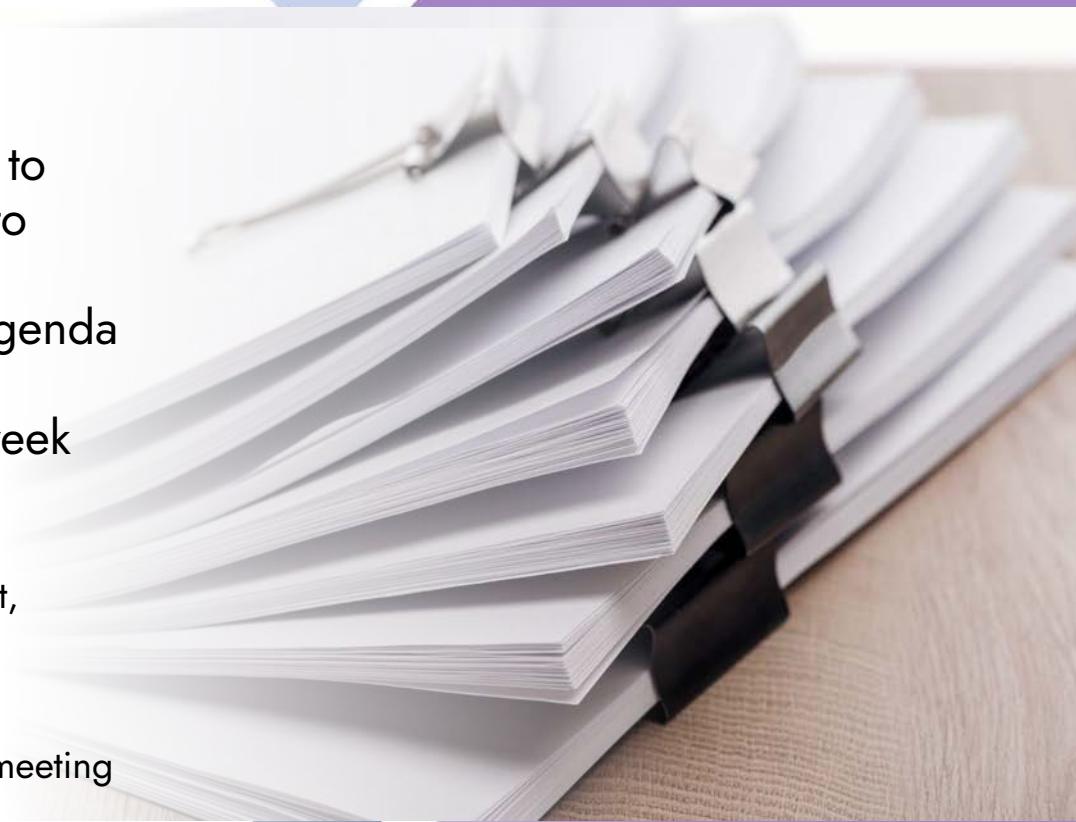
Meeting Minutes

- Must be kept for all meetings
- Include: who was present, motions, and a record of votes
- Post approved meeting minutes to school's website



Use Board Packets

- Effective boards use board packets to help board members prepare and to maximize board meeting time
- Includes all documents related to agenda items
- Sent to board members at least a week prior to the board meeting
- Examples Include:
 - Budget, financial reports: balance sheet, budget versus actual
 - Principal/School Report
 - Committee Reports
 - Board meeting minutes from previous meeting



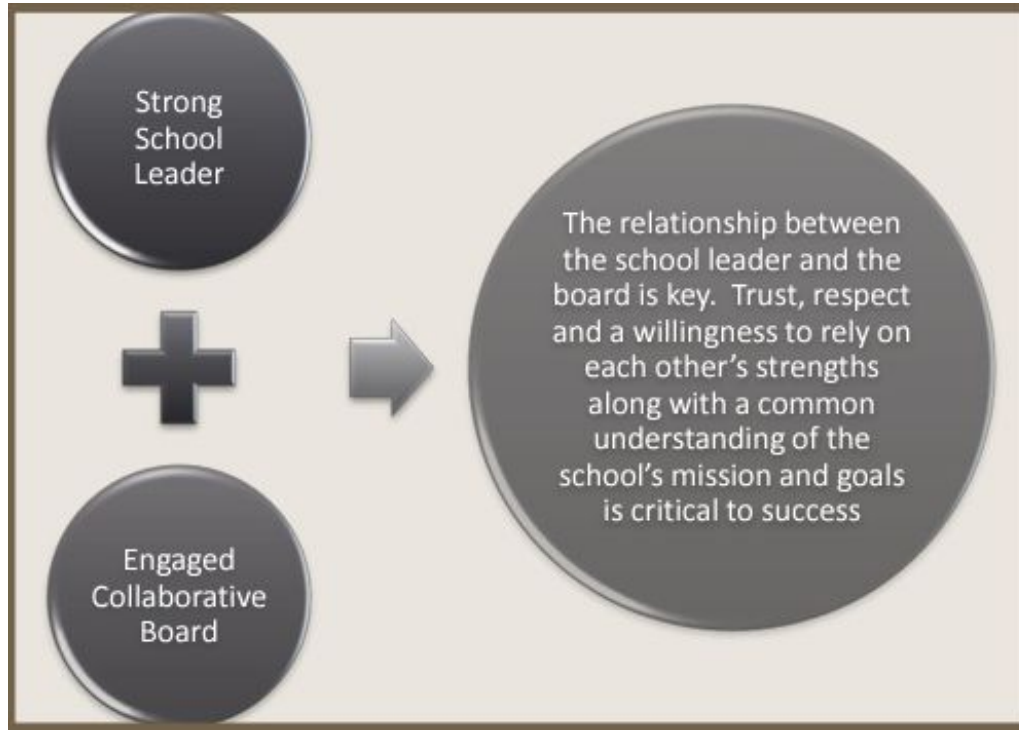
Governance & Management: Managing Board Dynamics

PRINCIPAL'S
OFFICE

ENTER



Governance & Management: Complementary Forces



Governance & Management: Clear Roles

Governing Board

- Has only 1 employee to supervise: the school leader
- Makes strategic decisions as a collective group; majority vote to create policy
- Does not provide direct guidance to the principal's staff or employees– focuses on long term
- Monitors & strengthens the quality of the program

School Leadership

- Hires & supervises all site-based employees
- Implements decisions and Policies of the board
- Runs the day-to-day operations of the school
- Keeps the board informed and educated by supplying clear, honest and comprehensive documentation



Board Development



TRAINING AND
DEVELOPMENT



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Sustaining & Recruiting Board Members

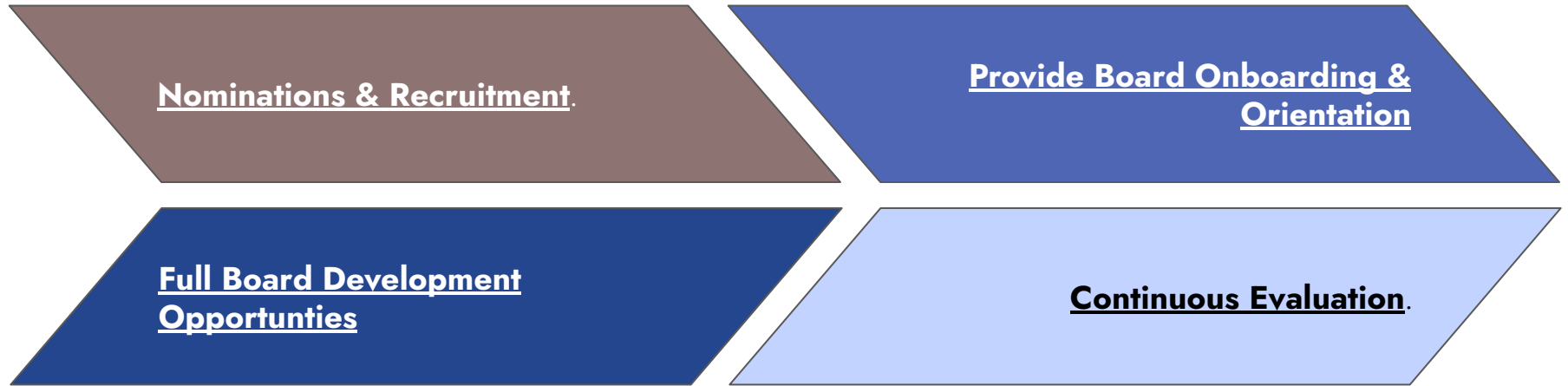
“One major challenge consistently noted across the interviews is the inability of charter school leaders to find qualified people to serve on their school’s governing board.”

“Creating and Sustaining High-Quality Charter School Governing Boards”,
National Resource Center on Charter Schools



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Board Development Process



Conducting a Board Analysis

This allows the board to determine areas for improvement and to make adjustments

It should be viewed as a part of the board's commitment to continuous improvement

School Name
Click or tap here to enter text.

Board Operation Indicators

Yes	No	Option
<input type="checkbox"/>	<input type="checkbox"/>	Bylaws are clear
<input type="checkbox"/>	<input type="checkbox"/>	Board Policies are in place to execute items in ByLaws
<input type="checkbox"/>	<input type="checkbox"/>	Appropriate notice is created and posted for meetings
<input type="checkbox"/>	<input type="checkbox"/>	Meeting agenda is available prior to meeting
<input type="checkbox"/>	<input type="checkbox"/>	Comprehensive minutes created and signed
<input type="checkbox"/>	<input type="checkbox"/>	Website includes are required Governing Board documents: <ul style="list-style-type: none">• Budget• Annual Audit• Parent Liaison Information• Board minutes• Management Company information (if applicable)• Custodian of public records
<input type="checkbox"/>	<input type="checkbox"/>	Location for Board meetings established and posted (included virtual options)
<input type="checkbox"/>	<input type="checkbox"/>	Appropriate reports provided (financial, academic, committees)
<input type="checkbox"/>	<input type="checkbox"/>	Meeting appears to operate "In the Sunshine"
<input type="checkbox"/>	<input type="checkbox"/>	Evidence that all Current Board Members have completed required governance training
<input type="checkbox"/>	<input type="checkbox"/>	Evidence all Current Board members have cleared background screening
<input type="checkbox"/>	<input type="checkbox"/>	Clear committees in place (optional)
<input type="checkbox"/>	<input type="checkbox"/>	Minimum Board membership for quorum
<input type="checkbox"/>	<input type="checkbox"/>	Clear delineation of who is responsible for what tasks
<input type="checkbox"/>	<input type="checkbox"/>	Meeting runs effectively
<input type="checkbox"/>	<input type="checkbox"/>	Members are engaged in discussions of school operations
<input type="checkbox"/>	<input type="checkbox"/>	Parent liaison attends Board meeting

Retaining Strong Members

Say Thank You!!

Recognize the contributions
of your Board

- Say Thank You!
- Include members in school-based activities
- When members feel valued they are happy to stay and contribute



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Additional Supports



Governance Board Program

- Governance Board Program in collaboration with the FLDOE
- Provides support to schools to help build strong governing boards and recruit dynamic members
- Focuses on new schools in years 0-5

**Governance
Board Program**



LEAD - SERVE - INSPIRE



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How We Can Help....

Benefits for schools:

- Attend board meeting
- Reviews current Board operations
- Provide support with improving board procedures
- Help recruit new board members from the community
- Assist new board members with completing mandated training
- Provide support throughout 1st year of board membership



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Florida Charter School Governance Training

- Online compliance management tool - never miss a training deadline!
 - Train your entire board and school management for three years for one low price
 - Courses presented by attorney who has worked with charter schools since 1998
 - Print certificates on demand for your audit
 - The Arnold Law Firm - serving charter and private schools throughout Florida.
-



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Questions



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What's Ahead From FCI?



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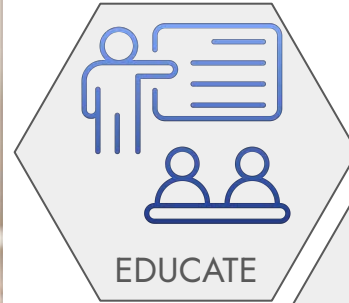
FCI "At a glance"

To serve as Florida's premier hub for charter excellence and insight by providing research-based best practices, resources and support.



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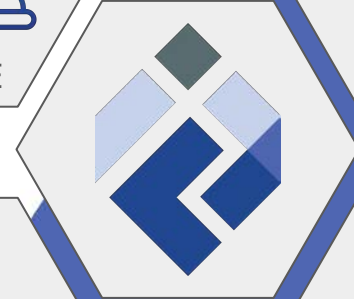
FCI "At a glance"



EDUCATE



SUPPORT



AUTHORIZE



RESEARCH



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Leadership Offerings

- 3 day Professional Learning Workshop, in Miami AND Orlando
- **Monitor the Learning:** instructional coaching that supports teachers in student work analysis to transform learning
- New and improved videos, featuring top Florida charter leaders
- New Day 3 focused on developing an implementation plan
- HEAVILY SUBSIDIZED, thanks to generous state funding. \$400!

ORLANDO:



MIAMI:



EDUCATE
Florida Charter Institute

Teaching Offerings

- 2 Professional Learning Workshops, spanning 3 days. Live in Miami AND Orlando
- **Building Strong Classroom Culture, High Ratio Instruction**
- Ideal Participants: Teams of 4-10/school, spanning range of roles (admin, culture-carrying teachers, dept. leads...)
- HEAVILY SUBSIDIZED, thanks to generous state funding. \$150/day (typically: \$500-1000/day)



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FCInsight - Our Monthly Blog

- Monthly blog on leadership practice
- Includes linked research-backed, clinically-proven coaching resources
- Released in our Monthly and available at:

flcharterinstitute.org/fcinsights/

Learn More:



RECENT POSTS



USING DATA IN BEGINNING OF YEAR OBSERVATIONS

We're excited to dive into our second installment on developing school leaders as instructional coaches. Last month, we focused on establishing coaching foundations; today, we'll center the conversation around observation and feedback practice – and specifically, what that can look like at the beginning of a school year. Read on

[READ MORE](#)



LAYING THE GROUNDWORK FOR INSTRUCTIONAL COACHING

At FCI Educate, we are passionate about educator development. We believe that all members of a school community – students, teachers, and leaders – should feel they are on an intentional growth trajectory and have smart coaches and loud cheerleaders behind them every step of the way. Often, school leaders

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FCI Support Provides



Technical Assistance

Hotline
Consultations
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Resource Library



Professional Learning

Webinars
Podcasts
Presentations & Trainings
Online Courses



Menu of Services

School Review
Strategic Planning
Governing Board Recruitment & Training
Document Review



**CHARTER
SUPPORT
UNIT**

IS NOW PART OF



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New Options For Charter Applications

- FCI provides support to the Charter School Review Commission.

Upcoming application deadlines:

- November 26, 2024 - to be considered on February 26, 2025
 - February 25, 2024 - to be considered on May 28, 2025
 - May 27, 2025 - to be considered August 27, 2025
-
- FCI is approved to be a Charter Sponsor in Miami Dade.
Watch for more information coming soon!





Join Our Team!

FCI's Director of Finance

SUMMARY:

The Director of Finance, Florida Charter Institute is responsible for the fiscal oversight of schools authorized by the Florida Charter Institute (FCI). The position works with the Florida Department of Education, MDC's finance department, authorized schools and the FCI to lead the development, management, and reporting requirements associated with FCI's budget.

Learn More:



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- Weekly emails about upcoming webinars, training opportunities and support resources.
- Monthly newsletter.
- Sign up at on our website.

-- OR --

Sign up at our Booth for a chance to win free tickets to an upcoming FCI Educate professional development workshop!

FEATURED ARTICLES

ESSENTIAL DOCUMENTS FOR SCHOOL LEADERS: YOUR SEASONAL GUIDE FROM THE FCI LIBRARY
Linda Chambers October 10, 2024
As school leaders, staying organized and prepared is key to a successful school year. To help you navigate the demands of the season, we've curated a list of must-have documents from the Florida Charter Institute (FCI) Library. Whether you're tackling governance, compliance, or everyday school operations, these resources are designed to support your leadership and keep your school on track....
[READ MORE »](#)

OBSERVING TO MONITOR THE LEARNING
Kathryn Perkins November 3, 2024
In our last post on developing leaders as instructional coaches, we dove into the foundations of classroom observation, focusing on effective beginning-of-year practices. Once classroom foundations are set for the teachers we coach, it's time to shift our observation eye to ensuring student learning is happening. In today's post, we'll outline a framework for just that and offer a concrete example of...
[READ MORE »](#)

FCI TEAM MEMBER HIGHLIGHT: KATHRYN PERKINS
Linda Chambers November 7, 2024
Introducing the FCI Team: Embracing Change and Leading with Purpose Change is a constant in education, and it is how we navigate it that defines our impact. At the Florida Charter Institute (FCI), merging with the Charter Support Unit (CSU) isn't just about combining organizations—it's about uniting our strengths, experiences, and visions to build something even greater. Three Questions for...
[READ MORE »](#)

GOVERNANCE RESOURCE HIGHLIGHT: UNLOCKING THE POTENTIAL OF CHARTER SCHOOL GOVERNING BOARDS THROUGH PROFESSIONAL DEVELOPMENT
Christina Morla November 1, 2024

EXCEPTIONAL EDUCATION HIGHLIGHT: INNOVATIVE PRACTICES IN FLORIDA CHARTER SCHOOLS: INSIGHTS FROM CASE STUDIES ON EXCEPTIONAL STUDENT SERVICES
Linda Chambers November 7, 2024

EMBRACING GRATITUDE AND CONNECTION: A THANKSGIVING MESSAGE FOR SCHOOL LEADERS
Linda Chambers November 7, 2024
Dear Florida Charter School Leaders, As we approach Thanksgiving, I'm reminded of how deeply gratitude and connection shape the fabric of our lives and our work. In



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